

Divisional Delivery Plan 2023-2024

Place & Sustainability



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County Council



INTRODUCTION

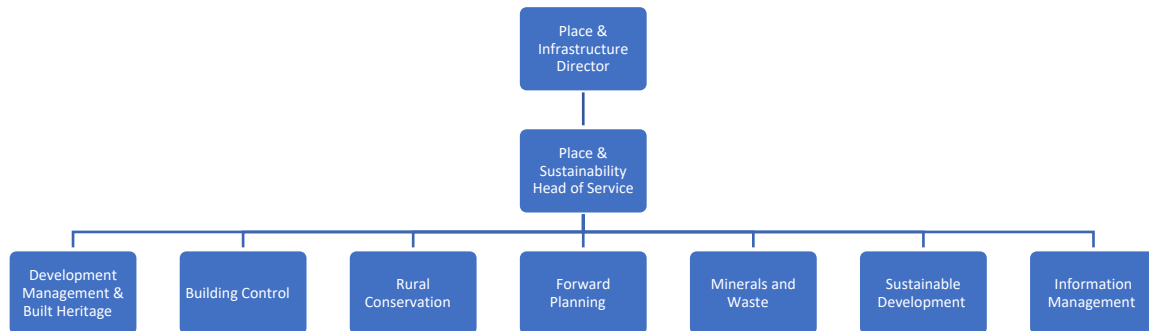
Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Divisional Overview



The Place & Sustainability Division has 92 members of staff, working within the following teams:

- Building Control
- Development Management & Built Heritage
- Forward Planning
- Information Management
- Minerals and Waste
- Rural Conservation
- Sustainable Development

The Division leads on an expansive remit that includes supporting regeneration priorities, delivery of the net zero carbon agenda, sustainable development and planning, public health and enforcement and supports a better quality of life for our communities.

Cllr. Ann Davies is the Cabinet Member for Rural Affairs and Planning Policy which covers the following within her portfolio:

- Building Control
- Local Development Plan
- Planning Enforcement
- Planning Policy
- Planning Services (Planning Department)

Cllr. Aled Vaughan Owen is the Cabinet Member for Climate Change, Decarbonisation and Sustainability which will touch on all services across the directorate in addition to the following within his portfolio:

- Biodiversity (nature emergency)
- Climate Change Strategy
- Decarbonisation
- Sustainable Development Lead

Budgets

Budget pending full council approval.

There are a significant number of Legislative Acts that are pertinent to this Division and wider Department in addition to the broader legislation applicable to the whole Authority. A comprehensive list can be found on [our dedicated Intranet page](#).

We are responsible for strategies and policies within this Division and wider Department. A comprehensive list can be found on [our dedicated Intranet page](#).

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
	N/A			
b	Service Priority - Early years			
	N/A			
c	Service Priority - Education			
	N/A			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
	N/A			
b	Service Priority - Housing			
	N/A			
c	Service Priority – Social Care			
	N/A			

3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
a(i)	Theme: Economic Recovery & Growth			
	Support the delivery of the Councils Strategic Economic Objectives by the determination of major planning applications within agreed timescales.			Vision 61
	Develop and implement discretionary pre-application service	Oct 2023	Hugh Towns	
M	<i>Percentage of "major" applications determined within time periods required.</i>	80%	Hugh Towns	
M	<i>Average time taken to determine "major" applications in days.</i>	84 days	Hugh Towns	
M	<i>Statutory Pre-application response within 21 days</i>	85%	Hugh Towns	
	Adoption of the Revised Local Development Plan in accordance with the Delivery Agreement.			
	Prepare the statutory Revised Local Development and supporting documents and evidence through to examination and adoption.	Dec 2024	Ian Llewelyn	
	Develop local validation criteria to support the implementation of the revised local development plan	Mar 2025	Ian Llewelyn	
	Prepare and adopt Supplementary Planning Guidance	Dec 2024	Ian Llewelyn	
	Implement the Carmarthen and Ammanford Town Centre Local Development Order's.	Dec 2024	Ian Llewelyn	
	Prepare and adopt the Cross Hands East Strategic Employment Site Local Development Order.	Sept 2023	Ian Llewelyn	
	To implement the adopted LDP and monitor its success or otherwise against its identified delivery measures ensuring policies, procedures and practices are being adhered to.			
	Produce the Regional Waste Monitoring Report through grant award from the Welsh Government.	May 2023	Ian Llewelyn	
	Prepare Annual Monitoring Reports for submission to WG - reporting against the LDPs monitoring and Implementation framework.	Oct 2023	Ian Llewelyn	
	Refresh the Carmarthen West Masterplan and adopt as SPG to inform strategic site delivery.	Oct 2023	Ian Llewelyn	
	Monitor annual Employment Land take up and premises occupancy.	Oct 2023	Ian Llewelyn	
	Undertake Town Centre Audits monitoring activity and vacancy rates in town centres.	Oct 2023	Ian Llewelyn	
	Develop the regulatory framework and associated evidence for the regulation of second homes and short-term holiday lets	Apr 2024	Ian Llewelyn	
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	Increase renewable energy on council owned land and work with partners to support renewable energy schemes across the county.			Vision 60

	Prioritise the identified sites in terms of viability	Mar 2024	Kendal Davies	
	Work with Welsh Government to ensure electricity infrastructure is in place to allow us to develop ambitious renewable energy projects to reach net zero.			Vision 67
	Renewable Energy Site			
	Identify viable site [Mar 23] and develop a feasibility study for site[Sept 23]	Sep 23	Kendal Davies	
	Develop a delivery programme based on the feasibility assessment	Apr 25	Kendal Davies	
	Deliver an exemplar integrated renewable energy generation and use site for Carmarthenshire	Apr 2026	Kendal Davies	
	Increase renewable energy on council houses and other buildings to reduce domestic bills and help meet climate change targets.	Apr 2026	Kendal Davies	Vision 50
	Local Energy Plan			
	Develop a draft local area energy plan for Carmarthenshire	Apr 2024	Kendal Davies	
	Secure funding from Welsh Government for support staff	May 2023	Kendal Davies	
	Programme manage the development of the plan	April 2024	Kendal Davies	
	Continue and accelerate the aim of being a Net Zero Carbon Local Authority by 2030 and set up a cross-party working group to move the Net Zero Carbon and Nature Emergency agenda forward.			Vision 47
	Support the Climate Change & Nature Emergency Advisory Panel to develop their forward work programme	Apr 2023	Kendal Davies/ Rosie Carmichael	
	Develop emissions trajectories to meet our Net Zero target	April 2023	Kendal Davies	
	Develop Climate Change & Nature Emergency strategy to meet trajectories for service areas	Apr 2024	Kendal Davies	
	To support the response to Nutrient pollution in protected riverine Special Areas of Conservation		Ian Llewelyn	
	To undertake and support the work of the Nutrient Management Boards for the Tywi, Teifi and Cleddau in addressing the issues of phosphates in Rivers	Apr 2024	Ian Llewelyn	
	To progress the preparation of a Nutrient Management Plan for the Afon Tywi, Teifi and Cleddau	Apr 2024	Ian Llewelyn	
	To continue to progress strategic Carmarthenshire response to phosphate and nutrient pollution issues in protected waters	Apr 2024	Ian Llewelyn	
	In recognition of the Nature Emergency declared by CCC an WG, through appropriate changes in management practices aim to increase the biodiversity of all council owned land, and recognise the strong interrelationship between climate			Vision 56

	change, the loss of biodiversity and human wellbeing. Promote the use of CCC land for supporting nature recovery, creating havens of wildflowers and pollinators. We cannot solve the threats of human-induced climate change and loss of biodiversity in isolation. We either solve both or we solve neither.			
	Co-ordinate the delivery of the Pollinator Action Plan	Apr 2025	Isabel Macho	
	Continue to review sites in response to consultation for proposed disposal by CCC, and highlight: - where these areas support biodiversity, the benefits of managing these areas as part of Carmarthenshire’s Green and Blue Infrastructure and - the funding models that could be used to manage these areas	Apr 2025	Rosie Carmichael	
	Working with CCC’s Strategic Land-use review group, identify and progress the planting of woodland on suitable sites, demonstrating the principles of responsible afforestation, and in consultation with local communities. Identify three further areas of woodland to be planted, to deliver against climate and nature emergency declared by CCC. This action is subject to grant aid being available to fund much of this work.	Apr 2025	Gus Hellier	Vision 63
	Publication of the Tree & Woodland Strategy	Jul 2023	Rosie Carmichael	
	Delivery of actions as set out in Tree and Woodland Strategy	Apr 2024	Rosie Carmichael	
	Monitor establishment of the woodland planted in Winter 22/23, identify and progress maintenance requirements.	Apr 2025	Gus Hellier	
	Pilot review of 20 Tree Preservation Orders to verify new process is efficient to ensure compliance with current legislation	Mar 2024	Steve Edwards	
	To ensure delivery of the Council’s S.6 Biodiversity Duty to maintain and enhance biodiversity and promote ecosystem resilience.			
	Delivery of new Environment Act Forward Plan [Jan 23 – Dec 25]	Dec 2025	Rosie Carmichael	
	To engage with members and support officers by delivering 3 workshops for those who are delivering and reporting on Environment Act Forward Plan to evidence engagement and delivery.	Dec 2025	Rosie Carmichael	
	We will expand and promote this successful approach and use S106 agreements and developer contribution to deliver other necessary biodiversity benefits where this is appropriate.	Apr 2024	Simeon Jones	
	Facilitate delivery of Welsh Government’s Local Places for Nature capital stream.	Apr 2024	Isabel Macho	
M	<i>Percentage of Planning Ecology responses made to planning consultations within 21 days</i>	85%	Simeon Jones	
	Minerals & Waste			
	We will ensure that we continue to deliver the outcomes required by Welsh Government in the provision of the	Apr 2024	Hugh Towns	

	Technical Secretary of the South Wales Regional Aggregates Working Party.			
M	<i>Review and monitor our programme of mineral and landfill site monitoring arrangements to deliver 100% of the scheduled visits</i>	100%	Hugh Towns	
a(iii)	Theme: Welsh Language & Culture			
	To deliver Built Heritage support to internal and external customers.			
	Develop for adoption Supplementary Planning Guidance on the care and repair of historic buildings	Sep 2023	Nell Hellier	
	Delivery of training courses to internal teams e.g. property and external trades and agents within Built Heritage to support our statutory conservation duties	Mar 2024	Nell Hellier	
M	<i>Ensure all Built Heritage responses are made to planning consultations within 21 days</i>	100%	Nell Hellier	
a(iv)	Theme: Community Safety and Cohesion			
	Ensure that there are systems in place to efficiently manage Planning Enforcement across the county, to monitor and remedy undesirable effects of developments to protect the environment and public amenity.			Vision 58
	<i>Review Planning Enforcement Statement following implementation to ensure it meets the needs of the service</i>	Mar 2024	Hugh Towns	
M	<i>Percentage of enforcement cases investigated within 84 days. (PPFI/15) [Enforcement Statement]</i>	80%	Gary Glenister	
M	<i>Average time taken to take positive enforcement action (PPFI/16).</i>	100 days	Gary Glenister	
M	<i>'Positive Action' is taken on cases where action has been deemed expedient within 180 days of the 'investigation date'. [Enforcement Statement]</i>	80%	Gary Glenister	
M	<i>Registration of Enforcement complaint within 5 working days of receipt. [Enforcement Statement]</i>	100%	Gary Glenister	
M	<i>Complainants are notified in writing within 5 working days of a decision being made to close an enforcement investigation. [Enforcement Statement]</i>	100%	Gary Glenister	
b	Service Priority – Leisure & Tourism			
	N/A			
c	Service Priority - Waste			
	N/A			
d	Service Priority – Highways & Transport			
	N/A			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
	N/A			

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT			
	Participate in Land Charges project to migrate service from Ladybird to Arcus	Dec 2023	Emily Dent	
b	Marketing & Media including Customer Services			
SB 3	PR programme to be developed to support Enforcement Statement and Case Studies	Dec 2023	Jackie Edwards /Caio Higginson	
PS B1	To support the service in the creation and delivery of a climate change and nature emergency communications plan	Mar 2024	Rhodri Griffiths/ Deina Hockenull	
c	Legal			
	Advise on course of action for selected Planning & Enforcement cases	Mar 2024	Stephen Murphy	
d	Planning			
	Review Evidence on extent and spatial spread of Second Homes and impact on Communities and identify evidential requirements in relation to Article 4 Directions.	Mar 2024	Ian Llewellyn	
	Ensure determination of all Planning Applications within agreed Welsh Government timescales.			
M	<i>Percentage of all applications determined within time periods required – PAM/0018</i>	85%	Hugh Towns	
M	<i>Percentage of planning appeals dismissed – PAM/019</i>	75%	Hugh Towns	
M	<i>Determination of householder applications within 8 weeks or EOT agreed</i>	90%	Hugh Towns	
M	<i>Minor applications determined within 8 weeks or within EOT agreed</i>	80%	Hugh Towns	
M	<i>EIA applications determined within 16 weeks or within EOT agreed</i>	80%	Hugh Towns	
M	<i>Planning Applications Validated within 5 days</i>	100%	Hugh Towns	
M	<i>'Other' planning applications determined within 8 weeks or within Extension of Time agreed. *Other Consent includes: Renewals and variation of conditions, Discharge of conditions, Advertisements, Listed Buildings, Lawful Development Certificates</i>	80%	Hugh Towns	
	Ensure that new buildings, conversions, renovations, and extensions, whether domestic or commercial are going to be safe, healthy, and high performing			
M	<i>Number of Building Control Recommendations Made and Contact with Applicant/Agent within 21 days.</i>	75%	Steven Pound	
M	<i>Number of Building Control decisions taken within 6 weeks</i>	75%	Steven Pound	

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Street Naming & Numbering			
	To implement a Street Naming & Numbering Policy that will provide a framework to operate the Street Naming and Property Numbering function effectively and efficiently for the benefit of Carmarthenshire residents, emergency services, businesses, and visitors.	Apr 2023	Emily Dent	
	Develop one online form to capture application process	Dec 2023	Emily Dent	
	Improve Arcus Capability to improve customer experience and improve efficiency for officers			
	Improve customer experience of the public register to rationalise information for better understanding and easier access to documents for viewing online	Jul 2024	Emily Dent	
	Review planning conditions and reasons to enable consistent use of conditions within decision notices	Mar 2024	Emily Dent	
e	Finance			
	Ensure receipt of Section 106 funds and compliant use of expenditure	Mar 2024	Ian Llewellyn	
f	Procurement			
	Identify and Implement framework for planning consultants to utilise as and when demand requires	Mar 2024	Hugh Towns /	
g	Internal Audit			
	N/A			
h	People Management (HR, L&D, Occ Health)			
PS H1	Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved services	Mar 2024	Rhodri Griffiths	
i	Democratic Services			
	Managing and monitoring councillor enquiries	Mar 2024	Gaynor Morgan	
	Support for Planning Committee	Mar 2024	Gaynor Morgan	
	Support for training and briefing councillors	Mar 2024	Gaynor Morgan	
j	Policy & Performance			
	N/A			
k	Business Support			
	Lead on Performance Management for the division by developing data sets, ensuring performance updates are provided quarterly to DMT and Corporately, delivering performance workshops, producing the business plan annually & formulating the divisions extract for the annual report.	Mar 2024	Kelly Thomas	
	Monitoring and managing councillor enquiries, complaints, well driven and FOIA requests providing live data analysis via a Departmental dashboard (Power Bi) and identifying trends to drive service improvement	Mar 2024	Kelly Thomas	

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Improve service efficiency through leading and supporting service improvement projects, providing effective support and challenge	Mar 2024	Kelly Thomas	
	Ensure customer service focus is continued to ensure current performance levels are sustained for the Development Management and Enforcement Team			
	Ensure Planning HWB remains as a permanent addition to the structure & manage the team to ensure long term support is provided to Development Management and Enforcement Officers to ensure that the improved performance level since the HWB's implementation is sustained.	Jun 2023	Kelly Thomas	
	Improve web content relating to Planning Applications and the Enforcement Statement to improve customer understanding and experience of the process flow	Mar 2024	Kelly Thomas	
	Establish a programme of events to improve engagement			
	Improve engagement and communication with agents, developers by scheduling & co-ordinating events	Apr 2024	Kerry Latham	
	Improve engagement and communication with Town & Community Councils by scheduling & co-ordinating events	Apr 2024	Kerry Latham	
L	Estates			
PS L1	Facilitating of renewable energy sites from our council held land	Mar 2024	Kendal Davies / Stephan Morgan	
PS L2	Developing and implementing changes in land management which reflect CCC declaration to the nature and climate emergency on the land that we hold	Mar 2024	Rosie Carmichael / Stephan Morgan	
PS L3	Facilitate opportunities for Phosphate and Nutrient mitigation on council owned land	Mar 2024	Ian Llewellyn / Stephan Morgan	
M	Elections and Civil Registration			
	N/A			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Make sure you identify actions in the table above that address these actions and cross refer below ↓

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
Corporate Risks			
CRR190057	High 12	Place and Sust - Maintain and develop an effective Local Development Plan	
CRR190065	High 12	Place and Sust - Failure to determine or secure Extension of Time (EOT) for Planning applications which are outside the determination date. Current risk in relation to the repayment of the planning fee applicants where a planning application is over time (not been determined within the determination date) or has not been subject to an agreed EOT.	
CRR190026	High 12	Place and Sust - Ash die back and the risk to public safety	
CRR190029	High 12	Place and Sust - Net Zero Carbon Failure to deliver the Council's commitment to become a net zero carbon local authority by 2030	
CRR190058	Medium 9	Place and Sust - SAC Phosphate & NRW Interim Planning Advice	
CRR190063	Medium 6	Place and Sust - Failure in Determination of Major Planning Applications (Failure to determine major planning applications within timescale is adversely impacting on our ability as an Authority to achieve our regeneration ambitions).	
CRR190064	Medium 6	Place and Sust - Failure to address Significant performance issues in development management are undermining effective service delivery. (Significant backlog of undetermined planning applications, significant caseload in planning enforcement, timeliness of validation process, and lack of performance monitoring.)	
CRR190062	Very Low 1	Place and Sust - Failure to implement Audit Wales Review Recommendations into the Authority's Planning Service. (17 recommendations have been made - key areas addressed	

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
		specifically in risks CRR190063, CRR19064 and CRR19065.	
<u>Divisional Risks</u>			